ALL VOLUNTEER FORCE: Professionalism

Navy-Air Force Team Work

B-52 Crewmembers Saved; Sec. Laird Cites Effort

An all-night vigil by military planes and an early dawn dual submarine rescue of five downed B-52 Bomber crewmen some 300 miles west of Guam has been cited as "one of the most difficult mercy missions in our history" by Defense Secretary Melvin R. Laird.

A personal cable July 17 from Admiral John S. McCain Jr., Commander-in-Chief, Pacific, related the story to Secretary Laird.

The episode began July 8 when the Air Force B-52 Stratofortress, en route from Andersen Air Base on Guam to a combat mission over Vietnam, developed trouble and plunged into the ocean

(See RESCUE, Page 7)

COMMANDERS DIGEST

DEPARTMENT OF DEFENSE • WASHINGTON, D.C.

Vol. 12, No. 15 **August 17, 1972**

DEFENSE POLICY: Weapon System Acquisition

Individual Responsibility Stressed

DoD Officials Cite Overmanagement, Cost Problems

POINT IN QUESTION. Assistant Secretary of Defense (Installations and Logistics) Barry J. Shillito, left, emphasizes a remark to Director for Transportation and Warehousing Policy (OASD/I&L) Vincent F. Caputo, before Mr. Shillito left to speak in California. (Official DoD Photo)

Members of the National Contract Management Association attending the national symposium at Long Beach, California, July 6, were told ". . . Overmanagement is one of our greatest problems—particularly in a large organization." The speaker was Barry J. Shillito, one of the founders of the management organization and now Assistant Secretary of Defense for Installations and Logistics.

Mr. Shillito described "overmanagement" as the tendency of people who are "where the action isn't" to call the shots for the people who are "where the action is."

His remarks were related to weapon systems acquisition policy.

"Everyone wants to tell the man at the operational level how to do the job and to place all kinds of reporting re-

(See MANAGEMENT, Page 2)

MANAGEMENT

(Continued from Page 1)

quirements on him," the Assistant Secretary stressed.

The Pentagon's chief for all Defense logistics and installations requirements asserted, "In my opinion, we have a clear channel between the man who sets the policy and the man who has to carry it out."

He then outlined the steps to do it:

- First, it means setting clear, unequivocal policies that stop short of crossing every "t" and dotting every "i" for the men who must make the operational decisions;
- Second, it means ridding Defense organizations of staffs that are remote from the actual operations but whose reviews and commentaries contribute to the problem rather than to the solution;
- Third, it means selecting managers on their records of performance, not their records of longevity;
- Fourth, it means letting the managers who are selected know clearly what is expected of them; that is, pinpointing their responsibilities; and,
- Fifth, it means giving those managers the authority they need to meet their responsibilities.

Mr. Shillito said that when he assumed his present job in February, 1969, the number of occurring reports authorized by the Secretary of Defense and headquarters of the three Military Departments probably exceeded 5,000. In the past three years, he continued, "We cancelled enough of these reports in the area of installations and logistics alone to reduce their paperwork cost from $16 million to $10 million annually. We are still reducing them, but we are finding that at least two-thirds of the remaining report requirements are attributable to sources outside of Defense, i.e., the Congress, Office of Management and Budget, and other Federal agencies."

Specifying the area of DoD weapon systems acquisition, he said DoD philosophy embodies the following principles:

- Help the Services to do a better job;
- Have good program managers with authority and responsibility;
- Control cost by tradeoffs. (See COMMANDERS DIGEST, June 8, 1972, for article on "tradeoffs.");
- Make the first decision right;
- Fly before you buy;
- Put more emphasis on hardware—less on paper studies;
- Eliminate total package procurement; and
- Use the type of contract appropriate for the job.

According to the Assistant Secretary, today's problems stem from procurement activities of the past ten years. "It is my firm conviction," he said, "that we are preoccupied with the Planning, Programming and Budgeting System (PPBS)—and Program Implementation and Execution plays second fiddle."

Program implementation is the procurement process; execution is the production phase and logistics support process. These are where the real problems are in weapon system acquisition.

Now, for the first time, all of the interdependent elements needed for successful weapon system acquisition have been brought together. They are:

1. The new approach recognizes that the Government and Defense contractors are inextricably bound together. Heavy emphasis is placed on continual tradeoffs among performance, schedule and cost.

2. Competition is carried into the development of the experimental hardware which supports production decisions. The principles of "should cost" are applied. This becomes particularly applicable when it is necessary to stay with the same source as we move from development to production.

The substantial cost-growth experienced by the Defense Department in recent years has been due, in part, to the high level of inflation. But, a considerable portion of cost-growths have resulted from the "unreasonably" low-cost estimates upon which initial acquisitions decisions were based.

Turning to contracting, Assistant Secretary Shillito said, "There is no precise blueprint for contracting for major weapon systems and there is no perfect solution to the dilemma of contract types. The broad policy is that cost-reimbursement type contracts are to be used where the development risks are high. However, this policy gives the program manager flexibility to choose the contractual arrangement best suited to the peculiar requirements of a given program."

He said to implement that policy, management judgments are required. It is not possible to have the benefits of a particular contract type without accepting its disadvantages. For example, a program manager would like to have the advantage of the fixed-price type contract's ceiling price which transfers the cost risk to the contractor. On the other hand, a cost-reimbursement type contract sacrifices the cost ceiling for the flexibility needed in the development of a complex weapon system.

With a cost-type contract, the program manager must cope with the contractor's cost inefficiencies as well as efficiencies.

In giving the National Contract Management Association members a source of personal information, Mr. Shillito said it is important to minimize the Office, Secretary of Defense involvement in program management. He said it still appears to be the opinion of some executives in the Services that in spite of decentralization, milestones, acquisition policies, etc., OSD is something of a "meddling organization."

The Assistant Secretary stressed, "There must be a clearer understanding of what OSD will or will not do, of what OSD's responsibilities are—and OSD must strive to insure that the Services receive sound, well-thought-out response and direction in a timely manner. On the other hand, when such direction is received, the Services must be responsive or, if they are unable to comply, the Services must insure immediate feedback to OSD. In other words, OSD must stay out of day-to-day program operations but must monitor programs."

In his concluding statements, Mr. Shillito said he firmly believes that weap-

(See MANAGEMENT, Page 6)

COMMANDERS DIGEST

A publication of the Department of Defense intended to provide official information to commanders and key personnel on matters related to Defense policies and interests, and to create better understanding and teamwork within the Department of Defense.

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ECOLOGY: Annual DoD Conservation Award

For Stewardship Of Public Lands

Camp Pendleton Marines 1971 Winner

The home of the First Marine Division and largest military amphibious training base in the world—Camp Pendleton, California—has won the Secretary of Defense Natural Resources Conservation Award for 1971.

A trophy will be presented to Camp Pendleton officials at the 196-square-mile installation during formal ceremonies on Aug. 24.

The conservation award is presented annually to the military installation in the United States which has demonstrated the greatest progress or most improvement in applying natural resource conservation and renewal principles in line with the environmental and ecological objectives of the Defense Department. The program also is designed to assure maximum multiple recreational use of military property consistent with the military mission of the installation.

Marine Corps Commandant General Robert E. Cushman Jr., upon learning the Corps had won the Defense Department's top conservation honors, said, "I am extremely pleased that Marine Corps base Camp Pendleton has been selected as this year's winner of the SEC DEF conservation award. I am especially pleased and proud, as are all Marines, that this award is not only based on an impressive list of accomplishments, but also on improvements and progress made during the year.

"I extend my heartiest congratulations to Camp Pendleton, and to all the participating installations, for their outstanding spirit and cooperation in helping protect the priceless heritage of our natural resources."

Camp Pendleton, located in the semi-arid southwest section of California, has approximately 125,000 acres of land fronting on 17 miles of Pacific Ocean. There are also some 6,000 permanent military and civilian personnel who provide administrative and logistical services for a present total of 28,000 personnel.

The Commanding General is Marine Major General Herman Poggemeyer Jr.

As part of the program, each Military Department nominated two installations for inspection by the Conservation Awards Committee.

Installations nominated for their outstanding conservation endeavors and expertise—apart from Camp Pendleton—were Camp A. P. Hill, Virginia; Fort Campbell, Kentucky; Naval Ammunition Depot, McAlester, Oklahoma; Tyndall Air Force Base, Florida; and Westover Air Force Base, Massachusetts.

In addition to the first place award, two runners-up plaques are presented annually. The Naval Ammunition Depot at McAlester and Westover Air Force Base, Massachusetts, were chosen as co-winners in the 1971 runner-up category.

The committee also recommended a Certificate for Sustained Excellence to Tyndall Air Force Base, Florida, winner of the 1970 first-place award, and a Certificate of Honorable Mention for Camp A. P. Hill, Virginia, and Fort Campbell, Kentucky.

Members of the 1971 Awards Committee serving under the Chairmanship of Francis B. Roche, Staff Director, Real Property and Natural Resources Division, Office of the Assistant Secretary of Defense (Installations and Logistics) were:

DeWitt Nelson, Chairman of the Board, Natural Resources Management Corp., Sacramento, California;

James R. Fielding, Bureau of Sport Fisheries and Wildlife, U.S. Department of the Interior;

Mrs. Elizabeth S. Hartwell, Secretary, Virginia Conservation Council and the first woman conservationist to serve on the Selection Committee;

Colonel Kenneth R. Hampton, USA-Retired, National Wildlife Federation;

Chester F. Phelps, Executive Director, Virginia Commission of Game and Inland Fisheries;

William E. Towell, Executive Vice President, The American Forestry Association; and

Dr. Darnell M. Whitt, Director of Plant Science Division, Soil Conservation Service, U.S. Department of Agriculture.

VISITING ALLY. General Han Shin, Chairman of the Joint Chiefs of Staff, Republic of Korea, is escorted past a U.S. Armed Forces honor guard upon his arrival July 3 at the Pentagon. His American host was Thomas H. Moorer, right, Chairman of the Joint Chiefs of Staff. Gen. Han was on a 13-day visit to the United States for "general orientation and familiarization with the U.S. military establishment." **(Official DoD Photo)**

Correspondence Courses

Inform Personnel About The Facts

Editor's Note: This is the first of a two-part series on commercial correspondence courses.

Correspondence courses are a long-established, recognized and important form of education. Many colleges and universities conduct successful extension courses through correspondence. In the Armed Forces, many Service schools have correspondence programs and some Services have extension or correspondence institutes to help Servicemen and women advance their military training. The U.S. Armed Forces Institute (USAFI) has provided opportunities to hundreds of thousands of Servicemen and women since World War II by offering correspondence courses in a wide range of academic subjects at a nominal fee.

Correspondence courses offer some obvious advantages. They are especially suited for the busy individual who wishes to increase his knowledge and skills; they permit the individual to retain his job, without loss of income, while learning; and they permit the individual to work at his own pace.

Today more than 1,000,000 adult Americans are taking correspondence courses. A large proportion are Servicemen and women or veterans who have enrolled under the G.I. Bill for the purpose of learning a new skill or improving an existing skill. For the most part, they take courses from private commercial correspondence firms.

Many who have studied or received training through commercial correspondence courses have succeeded in achieving their goals. But many more are likely to drop out after tackling a few lessons. The percentage of those who abandon their home studies sooner or later—mostly sooner—is greater than those who complete them. Among Service personnel the percentage of dropouts is very high—75 per cent on the average and in some fields much higher.

Service personnel drop out generally for the same reasons that civilian students do. Some of the major reasons are: insufficient time to devote to the course; loss of interest in the course; the course did not meet expectations; the course was too difficult.

Students who drop correspondence courses usually lose more than the time they may have devoted to them and the knowledge or skill they may have acquired had they completed their studies. As a rule they also lose financially. A recent General Accounting Office (GAO) study shows that about one-third of veterans who did not complete their courses were not aware that Veterans Administration reimbursement would not cover all of their costs if they did not complete their courses. Most veterans did not know that they had to request refunds that might be due them. The GAO found that out-of-pocket costs to veterans and Service members for uncompleted courses ranged from $10 to $900 a course with an average of $180.

Service personnel who have enrolled under the G.I. Bill and drop out, also lose a valuable and often substantial part of their education benefits. The Service member's number of months of educational entitlement is reduced. Also, whether the course is completed or not, it is considered a program objective. The Serviceman is then permitted only one change of program without Veterans Administration counseling. A second and final change of program may be permitted only with Veterans Administration counseling.

A Consumer Item

It may seem strange to some people to regard a correspondence course as a consumer item. But there is no essential difference between selecting a correspondence course and choosing and buying something at a store. Private correspondence schools sell courses. They are established and operate to make a profit. They offer a consumer item—correspondence courses. Mostly, they get their customers (students) in the same way as other commercial establishments—by advertising in the various media or through salesmen and saleswomen. Students enrolling in a correspondence course normally do so by signing a contract. This is an ordinary commercial transaction.

Policy

The Department of Defense does not endorse any company, product or service. This includes correspondence courses and commercial educational enterprises.

Commercial solicitation on military bases may be conducted by specific appointment and only at places and times designated by the installation commander. Every solicitor must be given equal opportunity to complete appointment.

Solicitors or agents who are commission-earning salesmen, as distinguished from salaried representatives of nonprofit educational institutions, are not eligible to use Service educational office facilities.

Commanders and education officers should insure that Service personnel are aware: (1) of the financial responsibility they assume by contracting for commercial courses; (2) that if VA benefits are to be used, the impact of that commitment on their entitlement; and (3) of the availability of alternative training and educational opportunities.

The Persuaders

Many correspondence schools seek to persuade prospective students to sign up for their correspondence courses by advertising in newspapers, magazines, posters in buses and trains, and on radio and television. Heavy emphasis is put on training that will lead to interesting, well-paying jobs. The advertising often stresses that it can be done very easily at home, by a few hours of study a week.

The impression is given that the correspondence course invariably leads to a desirable, high-paying job.

A salesman is likely to call if a person inquires about the advertised course. Or he may make a visit if the school gets a person's name as a "lead" through other sources. The salesman often paints a glowing picture. He gets a good commission for every student he enrolls. Very likely he will tell how the industry or business for which he is selling training, is desperately in need of trained employes and willing to pay handsome salaries to get them. He may even cite a few examples of students who have landed such jobs. Even if true, those examples sometimes represent successes that are few and far between. They may be exceptions that do *not* prove the rule.

The earlier-mentioned General Accounting Office study reported that most Servicemen and veterans enroll in correspondence courses to learn new skills or to improve existing skills in order to obtain better jobs and more pay. However, of those surveyed who did not complete their courses:

- 6 per cent said they had fulfilled their objective;
- 27 per cent said they had partially fulfilled their objective; and
- 67 per cent said they had not fulfilled their objective.

The Buyer Beware

An ancient rule of the market place is "caveat emptor"—buyer beware. In simple terms, it means the buyer is responsible for the purchases he makes and must be alert to see that he gets full value for what he pays.

Enrolling in a correspondence course is buying instruction or training in a particular subject or skill. As consumers, Servicemen and women planning to take a correspondence course should exercise the same caution and discretion as they would if they made any other kind of significant purchase.

The next installment will contain useful information to guide Service personnel in making decisions regarding enrollment in a commercial correspondence course.

NASA's Gift

Moon Rock For USAF Anniversary

At special Pentagon ceremonies July 13, twenty grams of the moon were presented by the National Aeronautics and Space Administration to the U.S. Air Force to commenmorate the Silver Anniversary of the Nation's air arm.

Air Force Colonel Charles M. Duke Jr., Lunar Module Pilot of the NASA Apollo 16 fifth lunar landing mission, made the presentation of the moon rock, along with a silver medallion he carried to the moon, to Air Force Secretary Robert C. Seamans Jr. and the Air Force Chief of Staff, General John D. Ryan.

The silver medallion was struck to commemorate the Silver Anniversary of the Air Force in recognition of its role in the National Space Program. A twin to it was left on the moon's surface.

To date, 37 Americans have piloted powered vehicles above 50 miles (264,000 feet) from the earth's surface. Of those, 20 have been Air Force, 11 Navy, 1 Marine, and 5 civilians.

The 20 grams of moon and the silver medallion will be encased in clear plastic for display at major Air Force anniversary celebration events during 1972. They will later be permanently displayed with other Air Force historical memorabilia at Wright-Patterson Air Force Base in Ohio.

During the Pentagon ceremony, Col. Duke received the Distinguished Service Medal and Senior Pilot Astronaut wings from Secretary Seamans and Gen. Ryan.

The Air Force astronaut, who has spent more time on the moon than any other man, told high-ranking officials attending the affair, "It is very difficult for me to put my thoughts into words at this time.

"The pride that I have in the Air Force, what it has done for me, is really overwhelming. If it hadn't been for the Air Force and its confidence in me in sending me to school and flying school and giving me the opportunity to go (to the moon) I wouldn't have had the chance to have the greatest experience of my life."

For the Record . . .

NAMED—The Army Deputy Surgeon General, **Major General (Dr.) Spurgeon H. Neel, M.D.,** is the first Army officer ever to be named President of the prestigious Aerospace Medical Association. He was installed May 11. The private association is "primarily concerned with the medical aspects of flying and the adaptation of man to unusual operations environments." Dr. Neel is recognized as the "father" of the Army's contemporary aviation medicine program. He is credited with developing the helicopter ambulance system used in the Republic of Vietnam and the model for the highly-effective, civilian-oriented Military Assistance to Safety in Traffic (MAST) program.

Maj. Gen. Neel

SUCCESSION—Navy **Captain Leroy E. Hopkins** is the new Chairman of the Armed Services Procurement Regulation (ASPR) Committee, Office of the Assistant Secretary of Defense (Installation and Logistics). He succeeds Navy **Captain Edgar C. Chapman Jr.** ASPR prescribes uniform policies, procedures, contract forms and clauses used in military contracts for the procurement of all Defense supplies and services.

ANNIVERSARY—Army Community Service (ACS), a professionally based social welfare organization for members of the military service and their families, observed its seventh anniversary July 25. ACS has more than 4,000 people providing a variety of services, including family counseling, relocation assistance and assistance to families whose husbands are serving overseas.

AGREEMENT—Secretary of Defense Melvin R. Laird and **Minister of Defense Yu Jae Hung** signed a Memorandum of Understanding June 29 between the United States and the Republic of Korea under which the ROK will acquire three patrol gunboats in coming years.

MANAGEMENT

(Continued from Page 2)

on system acquistion policies have been and are being changed in the right direction. But, between a change in formal policy and concrete evidence of results of these changes, there is a significant amount of time. The program implementation and executive process is a long process.

Once started under "policy A," a project will continue to run out under that policy, even though a different "policy B" may subsequently replace "policy A." The law of inertia is unfortunately inexorable—and especially so in a bureaucracy, he emphasized.

Secretary Shillito said he is encouraged that, with the strong Defense Department leadership of the caliber displayed by the Defense team over the past three and one-half years, "we will see significant improvements in our weapons acquisition process.

"I am also appreciative," he said, "of the understanding on the part of industry and the recognition by industry that this environment must change and that we must be able to acquire more defense capability for our dollar."

* * * * *

In an allied speech on July 6 before the National Contract Management Association, Dr. John S. Foster Jr. stressed the limitation on Defense purchasing power under growing austerity programs.

The Director of Defense Research and Engineering said, "The message is simple—but urgent! We must change the way we do business—in the Government and in defense industry—or the things that you want to sell and we want to buy will grow too expensive to provide an adequate national defense under limited funding—and funding is limited!"

He warned that Representative F. Edward Herbert, (D-La.), Chairman of the House Armed Services Committee, has advised Defense Secretary Melvin R. Laird that the Committee is convinced that better control of future cost growth in the weapons procurement area can and must be accomplished.

Senator John Stennis (D-Miss.), Chairman of the Senate Armed Services Committee, ". . . put it more bluntly," Dr. Foster cautioned. "He pointed out recently that the cost of new systems were escalating while funds were growing shorter. He questioned whether the Pentagon really had the message about the seriousness of our economic problem and the implications for defense."

Artist's concept of the U.S. Air Force's B-1 Bomber: a project closely monitored by Defense officials.

In direct, rolled-up sleeves talk, Dr. Foster emphasized that the top echelons at the Pentagon *have* the "message." "The important job now," he said, "is to make sure that *you* get the message too, for a major part of the responsibility to get more capability—better systems—with fewer dollars—*is yours.*"

In searching for lower cost weapons, the DoD chief scientist told the managers, ". . . I do not mean inadequate weapons—however cheap. We cannot tolerate 'dimestore', stripped-down systems. Modern systems, in order to do the combat job, must be superior in quality with the most true effectiveness possible from new technology. But that new technology must be used now to get performance at lower cost—to increase productivity."

To illustrate the "price challenge," Dr. Foster cited the following example: the Ford Motor Company's Pinto car. He said Ford executives decided to compete in the subcompact car battle. The aim of the battle was to make and sell the car for under $2,000.

"After their engineers and cost analysts studied the requirements, they sent word back that there wasn't any way this could be done. Now, for the most part, when that happens with Defense requirements we used to say: 'Then give us your best estimate of what it will cost and we'll try to find the money somewhere.' Ford didn't do that. They turned it right back around and again said—'do it for a price under $2,000.'

"The engineers, managers and everyone else got the 'message', and the result is a Ford Pinto with a fixed cost plus overhead plus reasonable profit that adds up to a highly competitive $1,960.

"That's what I mean by design and manage to a final acquisition price. Devise new ways, cut costs, make things simple, produce a practical machine."

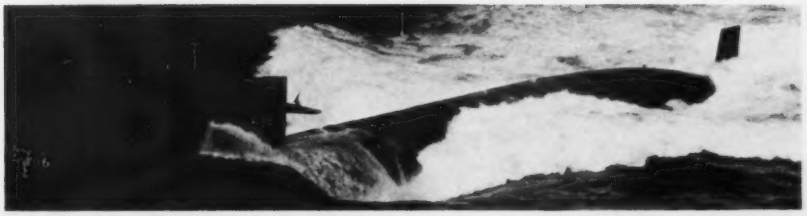
RESCUE

(Continued from Page 1)

300 miles from Guam. The crew had ejected minutes earlier.

Having heard the B-52's distress signals, Air Force aircraft and Navy planes, ships and submarines were immediately routed to the scene to search for survivors. They came from Guam; Clark Air Base and Subic Naval Base, Philippines; and as far away as Yokota Air Base, Japan. The two submarines were the USS Barb (SSN 596), underway from Guam's Polaris Point, and the USS Gurnard (SSN 662), which was en route to Guam from Japan when diverted.

Later in the day, the downed crew members made voice contact with the searching aircraft and an Air Force C-130 Hercules from Clark dropped larger liferafts to accommodate the survivors as stormy seas began forming. Planes flew continuously over the area to drop flares in the event the Navy subs would attempt a night rescue.



RESCUE FOUR AIRMEN AT SEA. The USS Barb (SSN 596), the 17th nuclear powered submarine to be built by the U.S. Navy, plows through the seas in a test run. The Barb's crew, along with crewmen of the USS Gurnard (SSN 662), below, recently drew high praise from Secretary of Defense Melvin R. Laird and Commander-in-Chief, Pacific, Admiral John S. McCain Jr., following the daring rescue of five Air Force fliers downed in the Pacific off Guam. (U.S. Navy Photos)

Adm. McCain's message described, in part, the rescue to Mr. Laird as follows:

Upon the Barb's arrival on the scene at about 8 p.m., the submarine maneuvered to get close to the rafts with vector assistance from a Navy P-3 Orion flying overhead. Between midnight and 4:30 a.m., the Barb made several attempts at pickup without success.

Heavy seas, which caused the sub to roll up to 40 degrees, and high winds hampered rescue efforts throughout the night. Although flares were dropped from encircling aircraft to assist in locating the rafts, wind and sea conditions prevented the submarine from getting alongside them. At one point, one raft passed the port side of the sub by not more than 10 yards. A lighted messenger line was fired, but was immediately lost in the darkness and seas.

"After several brave but futile attempts for a night-time recovery and with heavy seas smashing halfway up the conning tower, sometimes over the entire ship, the commanding officer decided to wait until first light (about three hours away) for further rescue efforts," Adm. McCain told Mr. Laird.

Pilots flew overhead all during the night dropping flares and flying low to keep the survivors in sight. At 8 a.m., conditions had somewhat improved and the Barb came alongside three men in a large raft. The sub fired a line to the raft twice, but the survivors were too exhausted to grab it.

By then the sub was rolling 30 degrees with high seas. As a surge of courage raced through the men on deck, one man was chosen from among the many volunteers to swim to the floundering raft. Chief Torpedoman Jon Hentz leaped into the thrashing ocean and swam over 200 feet battling monstrous waves with a towing line which he finally was able to attach to the raft. With the aid of a sling, all three survivors were taken aboard the submarine within an hour.

Patrol aircraft then directed the Barb to a fourth man almost two miles away. He was more fortunate. He was able to grab a line the first time and within seven minutes was hauled on board.

While the Barb was conducting its rescue operations, the Gurnard had located the fifth survivor and by means of a lifting device and a homemade harness, the exhausted pilot was hauled onto the deck of the submarine.

A sixth crew member of the ill-fated B-52 was never found.

Adm. McCain, in his message to Mr. Laird, quoted one submarine commanding officer as saying, "One of the biggest things we had to do was hold down the individual spirit of each man. I had a dozen guys that volunteered and tried to force me to let them go into the water after that pilot."

The Commander-in-Chief, Pacific, concluded, "The exuberance and professionalism exhibited throughout the operations by all participants was outstanding. I know you share my pride in their achievements."

Secretary Laird's Message

The following message was sent July 17 by Secretary of Defense Melvin R. Laird to Admiral John S. McCain Jr., Commander-in-Chief, Pacific:

"Please pass my personal congratulations to all those who took part in the daring rescue of our B-52 airmen.

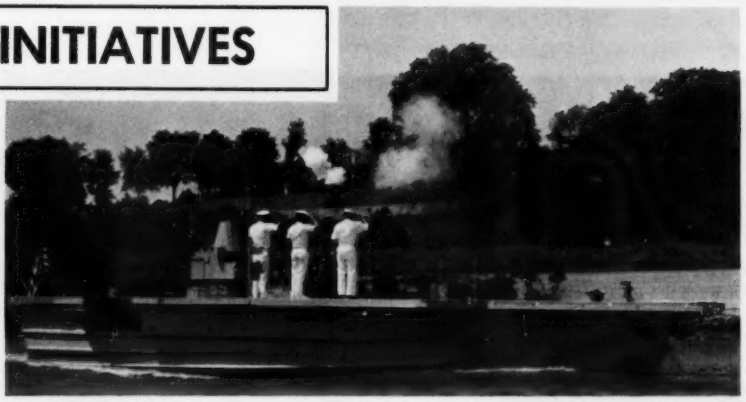
"High winds, mountainous seas, low ceilings and severe air turbulence combined to make this one of the most difficult mercy missions in our history. The skill and perseverance of the men of our Navy and Air Force won out over odds that were stacked against success. Once again, the U.S. military has demonstrated the great respect we have as a Nation for human life and pointed up our determination to take all necessary steps to protect and preserve American lives.

"Well done to each man who risked his own life so these downed airmen could be returned to safety."

/Signed/ LAIRD

ARMED FORCES INITIATIVES

DOMESTIC ACTION. Three separate federal employment programs at Fort Jackson, South Carolina, have provided summer jobs for more than 300 Columbia area youths. All are temporary employes, hired through the Youth Opportunities Center (YOC) Neighborhood Youth Corps (NYC) and the Civil Service Summer Hire Register. The youngsters are employed throughout post facilities as lifeguards, clerk typists, clerks, warehouse employes, hospital aides, laborers and assistants. Employes receive GS-2 pay under the Civil Service Program, and $1.60 per hour under the other two.



RECRUITING. Although all services are rivals in their respective recruiting campaigns, the Army recently acknowledged a Navy recruiting effort. As a Navy crew (photo) manned the rail on the U.S.S. Enterprise Jr.—a model of the famous aircraft carrier and an imaginative floating advertisement in the Navy's recruiting campaign—Army artillery at Fort Leavenworth, Kansas, rendered a traditional nine-gun salute to the minature craft.
(Official U.S. Navy Photo by Don Pritchard)

COMMUNITY ACTION. A new decoration has appeared among the brass, ribbons and brassards on uniforms at Patton Barracks and elsewhere in the Heidelberg, Germany, area. A metal button, it bears the words "It's in our blood to fight . . ." written in white letters on a black background. It is all part of a campaign against sickle cell anemia, a disease that afflicts as much as 10 per cent of the black population of the United States. The Heidelberg campaign was organized last December by a Chaplain and five soldiers from Patton Barracks. Chaplain (Maj.) John H. DuVal said that the low-key drive had two purposes: to raise money to support organizations researching treatment and cures for the disease, and to get people to work together for a very definite cause.

TOTAL FORCE CONCEPT. Like their active-duty counterparts, Reserve forces form interservice teams and operate in concert. At Selfridge Air Force Base, Michigan, recently, an Air National Guard Tactical Airlift Squadron transported Army Reserve Green Berets to a joint American-Canadian exercise at Edmonton, Canada. In the above photo, Major Mike Walker, USAFR, Director of Operations for the 63rd Tactical Airlift Squadron, and Major Gerald C. Heiden, USAR, Commander of Company B, 12th Special Forces Group, review the airlift flight plan.
(Official DoD Photo)

CIVIC ACTION. The rescue of an Icelandic student from a glacier was made recently by an HH-3E helicopter from the NATO Base Search and Rescue Element on that North Sea Island country. The Icelander was injured by a fall into a crevasse and attempts were made to haul him out by rope and manpower after he had been secured to a litter. The attempts failed, and the ropes were then attached to the winching cable of a Jolly Green Gaint helicopter while it was still on the ground; that scheme was also unsuccessful. Finally, the copter flew over the crevasse and lowered a cable into the chasm. The litter, carrying the injured man, was then lifted out, along with a rescue team member. The man was flown to Reykjavik.

ECOLOGY. A fourth air pollution monitoring station for Ventura County, California, has been constructed on Naval Civil Engineering Laboratory (NCEL) land. The Naval lab and the Ventura County Air Pollution Control District will both use the system. As deputy program manager of a Navy-wide Environmental Protection Data Base program, NCEL has added the monitoring unit to its technical capabilities for studying and evaluating Navy-connected pollution problems.

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